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ABSTRACT

Personnel directors of 42 Fortune 500 companies responded to a questionnaire designed to elicit information on (1) the predominant communication-related job titles in those companies, (2) which of those positions communication majors were qualified to fill, and (3) what academic preparations were most useful for such positions. All respondents ranked personnel director as the top communication-related job, but only 29% felt that a communication major qualified for the position. The second and third ranked communication-related positions were public relations director and sales representative. Among the college courses thought to be most important for communication-related positions were oral presentations, business administration/management, and English. Finance/accounting and English/language arts were also top-ranked minors programs. The results suggested that the career situation in corporate communication is neither terribly bleak nor particularly encouraging for speech communication majors. Public relations and internal/external communication seem to be "better bets" than other employment positions, and are also important to overall corporation communication now and for the future. (HTH)

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Communication Needs of Fortune 500 Companies

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During the past several years, faculty and students in speech communication have become increasingly concerned about employment opportunities outside academia. Acting on this concern, SCA established an action caucus on curricular implications for a changing job market. In 1979, the caucus recommended that there be better "coordination and dissemination of information on job trends".[1]

McBath and Burhans assessed the status of speech communication vis a vis the perceptions and hiring needs of employers. Those authors suggested that "the knowledge and skills of human communication that we create and teach belong outside the university's gates, to be used, tested and improved".[2] But they also cited research indicating that employment interviewers "perceived [the speech communication field] as largely public performance oriented, found it difficult to suggest jobs for speech communication majors, and perceived only a limited application of speech communication to the business world".[3]

The 1970's saw the publication of several studies designed to identify communication competencies desired in business and industry.[4] Although these studies thoroughly explored desired communication competencies, there has been relatively little research on communication-related positions which actually exist in large-scale organizations. O'Connell indicates the importance of large organizations:

> Many small organizations today have one or two professional communicators. The greatest opportunity, however, lies with the large corporation, whether it be a manufacturer, a bank, an insurance company or a utility.[5]

The purpose of this study was to provide practical career information--especially about eventual opportunities at the executive level--to speech communication students and their advisors. To achieve this goal, personnel directors of Fortune 500 companies were asked to respond to a questionnaire designed to answer the research questions listed below. The results of the research should also help the speech communication discipline by providing information about how employers perceive the practical value of our field.

The Research Questions

The first question of the study was designed to identify communication-related job titles existing in the corporate headquarters of Fortune 500 companies and to identify those positions which communication majors were felt qualified to fill. A related question explored perceptions of the importance of specific jobs to effective corporate communication both today and in ten years. In a survey of desired communication competencies in organizations, Swenson[6] found that some respondents felt external communication skills to be of increasing importance in the future. Therefore, this future-oriented question was included to seek support for his finding as well as to supplement information for longer-term career advising. Finally, respondents were asked to indicate academic courses and major/minor combinations they felt would best prepare students to someday assume a position such as Vice President of Corporate Communication. In summary, the specific research questions were:

1. What are the predominant communication-related job titles in the corporate headquarters of Fortune 500 companies?

1a. Which of these positions do respondents believe communication majors are qualified to fill?

2. Which positions are believed to the most important today in creating and maintaining effective corporate communication?

2a. Which positions are believed to become the most important ten years from now in creating and maintaining effective corporate communication?

3. What academic courses do respondents believe to be most useful in preparing students for eventually assuming such positions as Vice President of Corporate Communication?

3a. What major and minor programs do respondents believe to be most useful in preparing students for eventually assuming such positions as Vice President of Corporate Communication?

Procedures

Questionnaires were sent to the Directors of Personnel at the corporate headquarters of the nation's 250 largest corporations (based on sales volume) as identified by the 1982 Fortune 500 survey. Although responses of personnel directors on communication competency issues may differ from those of other executives, personnel directors were polled because they were thought to have the most knowledge of existing job titles in very large corporations.

Forty-two completed questionnaires were returned (a response rate of 17%) and 15 corporate respondents declined participation but sent narrative comments on communication in their organizations. The low response rate is a weakness of the study. However, many of the Fortune 500 companies, inundated as they are with research requests, have policies restricting survey responses unless the company has made a specific prior commitment to a research program. Thus, the 42 responses received were considered sufficiently valuable data for a preliminary descriptive study.

Questionnaire Development

Respondents were asked several questions about a list of job titles.

The specific job titles were gleaned from three sources: 1) articles in communication journals mentioning positions held by speech communication interns and graduates,[7] 2) the 1977 Dictionary of Occupational Titles,[8] and 3) personal conversations with educators in applied communication and with internal communication consultants for a Minneapolis-based Fortune 500 company. The specific job titles are presented in Table I of the results section.

Obviously, in listing such job titles, there is much room for the respondent's interpretation of the title and this may distort results. The terms used in the titles seemed sufficiently "generic" to be meaningful to many personnel directors. Instructions on the questionnaire asked respondents to interpret the terms "manager," "administrator," and "consultant" as interchangeable, eg., "If you have a 'media director' position rather than a 'media consultant,' check the 'media consultant' title."

Another problem in surveying such large organizations is that they encompass a huge number of positions. Consequently, respondents were asked to indicate those positions existing at corporate headquarters rather than at subsidiary facilities. This decision is consistent with the objective of identifying communication related positions in the upper corporate eschelons.

Results

1. What are the predominant communication-related job titles in the corporate headquarters of Fortune 500 companies? Respondents were asked to check each job title in a 25-item list which existed at their corporate headquarters. Table 1 indicates the most common job titles in descending order of frequency.

TABLE 1

Job Opportunities for Communication Majors

Position Title	Column I % of Responding Companies in which Job Exists	Column II % of Respondents Indicating Comm. Major Qualified for Job
1. Personnel Manager	100	29
2. Public Relations Director	90	55
3. Sales Representative	74	41
4. Marketing Director	71	17
5. Education & Training Director	71	26
6. Advertising Director	69	26
7. Newsletter Editor	67	67
8. Internal Communication Manager	64	52
9. Personnel Interviewer	62	36
10. Graphics Consultant	57	19
11. Arbitrator/Negotiator/ Conflict Manager	57	10
12. Speech Writer	55	55
13. External Communication Manager	52	43
14. Personnel Counselor	50	26
15. Sales Trainer	48	24
16. Human Resources Trainer	43	26
17. Legislative Advocate	36	19
18. Computer Communication Consultant	t 31	14
19. Technical Trainer	29	12
20. Personnel Research Administrator	26	12
21. Mass Media Consultant	26	24
22. Conference Manager	12	12
23. Issues Manager/Corporate Advocate	12	7
24. Needs Identification Evaluator	5	0
25. Intercultural Comm. Consultant	0	7

At the top of the list one finds job titles fairly traditionally associated with corporate enterprise. Not surprisingly, considering the respondents, all indicated existence of the Personnel Manager position followed closely by Public Relations Director, Sales Representative, Marketing Director, Education & Training Director, and Advertising Director. Two more obviously communication related positions--Newsletter Editor and Internal Communication Manager--were ranked next, 7th and 8th in frequency. As the list descends, position titles become more specialized indicating a somewhat lower frequency of specialist jobs at headquarters. Some respondents noted a policy of going outside the corporation to hire graphics, media, or computer consultants on a project by project basis.

Ranking low in frequency were the Conference Manager, Issues Manager, Needs Evaluator, and Intercultural Communication Consultant positions. The Issues Manager position is a relatively recent term to designate not only legislative lobbying and public relations functions but also forecasting and analysis of key future issues. The newness of such a position may explain it's rarity; further, some of these functions may be subsumed under the Legislative Advocate title. The title "Needs Evaluation Administrator" was suggest for inclusion by a corporate communication executive during questionnaire construction. That term for people who do corporate needs assessments is apparently not a common one; using the term "needs assessment researcher might have given a more accurate picture of the extent to which such a position exists. Surprisingly, given the size and scope of these corporations--most multi-national--no one indicated that an intercultural communication

position existed. Here, one assumes corporations hire outside to the extent that they need intercultural communication expertise.

Finally, it is also interesting to note that the fairly traditional position of Speech Writer existed in slightly more than half of the organizations responding.

Perhaps more pertinent information for speech communication majors is the response to question 1a: Which of these communication-related positions do respondents believe communication majors are qualified to fill? Respondents were asked to check all positions from the same list for which they felt a communication major would be qualified. To clarify the concept of communication major for respondents, "communication major" was defined thus:

> Assume the communication major (a) has had training or experience in interviewing, organizational behavior, oral presentations, persuasion, interpersonal and intercultural communication, group decision-making, research methods, business writing, & mass media techniques and (b) has had some supporting business and computer science training of less depth than an academic minor.

Qualifier "b" above was included to determine how a communication major was perceived "on its own" without extensive support from other disciplines.

Column II in Table 1 indicates, for each position, the percentage of respondents believing a communication major would be qualified for that particular job. Those positions which more than 50% of respondents felt a communication major would be qualified to fill were: Newsletter Editor, Speech Writer, Public Relations Director, and Internal Communication Manager. One might expect respondents to perceive communication majors qualified to perform such traditional communication tasks as writing

speeches and editing newsletters. It is also significant to note willingness to consider communication majors for the Public Relations Director position--the second most frequently existing title--and for Internal Communication Managers, a job existing in 64% of the responding companies.

A second tier of positions emerged with 35-45% of respondents believing communication majors qualified to be considered for Personnel Interviewer, Sales Representative, and External Communication Manager positions.

Between 20 and 30% of respondents felt communication majors would be qualified for consideration as Sales Trainers, Advertising Directors, Mass Media Consultants, Personnel Managers, Personnel Counselors, Education & Training Directors, and Huamn Resource Trainers.

Respondent comments appended to this section of the questionnaire indicated that a communication major would not "stand alone" for many of these positions but would need to be supplemented with a major or minor in business, economics, etc. One respondent noted, "A degree in communication is not a requirment and not as valuable as a degree in the substantive areas of business administration." Respondents also indicated, not surprisingly, the necessity of prior experience for any position at corporate headquarters: "We would hire a communication major with extensive business experience. We have no entry level positions for graduates who have not worked in their field of expertise."

(One problem should be noted with these results. Although the question asked respondents to "place a check after each of the job titles you believe a communication major would be qualified to fill,"

some respondents may have checked only those positions which existed in their companies and for which they felt a communication major would be qualified. This would cause the percentages in Table 1 to be underestimates. That may also explain why few respondents indicated communication majors would be qualified as Conference Managers and Intercultural Communication Consultants; very few respondents indicated that they had these positions in the first place.)

2. Which positions are believed to be the most important today in creating and maintaining effective corporate communication? From the same list of positions, respondents were asked to select the five positions most important to effective corporate communication and then were to rank order those five, with 1 indicating the most important, 2 the next most important, etc. A rank of 6 was assigned by the researcher to all unranked positions when analyzing the data.

The five positions respondents ranked as most important today, based on mean ranks, were:

1. Public Relations Director (Mean rank = 2.97)
2. Personnel Manager (Mean rank = 3.78)
3. Internal Communication Manager (Mean rank = 4.46)
4. External Communication Manager (Mean rank = 4.59)
5. Advertising Director (Mean rank = 5.14)

Table 2, page 10, presents the overall ranking for all positions. Those positions with a rank of 23 (Column I) and 23.5 (Column II) were not chosen by any respondents as one of the five most essential positions.

These respondents clearly viewed the Public Relations Director as the most crucial communication-related position within their organizations. This is perhaps not surprising. Public relations has been defined as "the planned effort of an organization to establish mutually beneficial relationships with its publics", and "the planned effort to influence opinion".[10] To

TABLE 2

Importance of Positions to
Effective Corporate Communication
(Listed in Rank Order from Most to Least Important)

Position Title	Column I Rank Importance Today	Column II Rank Importance in 1992
1. External Communication Manager	4	4
2. Legislative Advocate	11	7
3. Issues Manager/Corporate Advocate	7.5	6
4. Speech Writer	9	11
5. Public Relations Director	1	1
6. Marketing Director	7.5	5
7. Sales Trainer	23	23.5
8. Sales Representative	18.5	20
9. Advertising Director	5	10
10. Graphics Consultant	23	23.5
11. Mass Media Consultant	10	9
12. Internal Communication Consultant	3	3
13. Newsletter Editor	14	15
14. Personnel Manager	2	2
15. Personnel Interviewer	16	17
16. Personnel Counselor	18.5	17
17. Personnel Research Administrator	23	23.5
18. Needs Identification Evaluator	15	20
19. Education & Training Director	6	8
20. Human Resources Trainer	12.5	12.5
21. Technical Trainer	23	23.5
22. Arbitrator/Negotiator/Conflict Manager	12.5	12.5
23. Computer Communication Consultant	18.5	14
24. Intercultural Communication Consultant	23	17
25. Conference Manager	18.5	20

the extent that business is experiencing more public demands for accountability on everything from product quality to environmental safety, it's understandable that public relations should be viewed as a vital function. From an academic viewpoint, systems theory would also emphasize the importance of those positions on the boundary between an organization and its environment.

The importance given to the personnel manager may not be surprising since most respondents were from the personnel area. Personnel directors can certainly have an impact on corporate communication as they create or influence job descriptions of communication-related positions. Furthermore, they may be instrumental in including communication skills as a key criterion for hiring any employee. One personnel specialist noted on the questionnaire, "Each person must have the [communication] skill. And we expect everyone to have to develop it in addition to his/her substantive, functional discipline, e.g., marketing, sales, finance, etc."

The Internal Communication Manager position suggests a recognition of the importance of coordinated, efficient communication within the organization. A relatively more recent term than public relations, internal communication suggests an increased awareness of intra-organizational communication. Internal Communication specialists are likely to deal with mediated communication (video, print) as well as with oral communication in face-to-face contexts.

The External Communication Manager position, ranked fourth in importance, is difficult to interpret accurately. It is hard to clearly

distinguish between the titles of Public Relations Director and External Communication Manager. Obviously, both deal with communication outside the organization, however, some respondents did distinguish between them. Fifty percent of respondents indicated that both positions--Public Relations Director and External Communication Manager--existed in their corporate headquarters. Conversations with business communication specialists suggest that a difference between the two positions may relate to the goals associated with the position. The public relations function seems to have an implied persuasive goal: "winning customer friendship to obtain customer acceptance of products, to increase sales, and to gain other concessions".[11] A goal of external communication managers may be to facilitate information exchange by gathering data from the environment pertinent to the organization (e.g., information on forthcoming government regulation) and transmitting information from the organization in response to outsiders' requests. (Obviously, these tasks involve persuasive tactics also, but not perhaps to the extent of the public relations department.) Also, a 1976 corporate communication survey, cited by O'Connell[12] indicated that in 60% of companies sampled, the external communication department had primary responsibility for employee communication. External communication may thus entail a wide range of duties from company to company. Given the importance ascribed to both positions, more information needs to be gathered about the specific tasks typically associated with each job title.

The high ranking of the Advertising Director position attests to the importance of that role in overall corporate profits. While this may be considered an important aspect of most organizations' external communication, some respondents noted that advertising was contracted out to agencies rather than handled in-house.

Many of the other job titles listed seem to become more specialized

as the rankings progress to the least important influences on corporate communication. Of the five positions no respondents included in the top five (ranked 23rd in Table 2), two are clearly quite specialized: Graphic Designer and Technical Trainer. The Sales Trainer position is likely to require product-specific knowledge. The Personnel Research Administrator title may suggest less reliance on communication skills and more on research techniques and statistical methods. The specialized position of Intercultural Consultant is not perceived as particularly important to effective corporate communication, even in these multi-national firms. It is interesting to note that the Newsletter Editor position, a frequently existing title and one for which communication majors are felt to be more qualified, is ranked only 14th in overall importance to effective corporate communication.

2a. Which positions are believed to become the most important ten years from now in creating and maintaining effective corporate communication? Respondents were asked to examine the same list of positions and then select and rank order the five positions most crucial to good corporate communication ten years from now. These rankings were significantly similar to the rankings on the "importance today" dimension (Spearman's rho = .984, $p < .01$).[13] Column 2 in Table 2 presents these rankings. The four most important positions 10 years from now are: 1. Public Relations Director, 2. Personnel Manager, 3. Internal Communication Manager, and 4. External Communication Manager. Marketing Director ranked fifth in future importance compared to Advertising

Director, the position ranked fifth in importance today. The Advertising Director position dropped from 5th to 10th rank when comparing present with future importance. Three respondents noted on the questionnaire that advertising services are contracted for externally. That might partially explain the decline, were that a trend to continue. However, corporations would still require people internally to make those contracting decisions. Both areas--public relations and marketing--do deal with effectively influencing consumers. Those positions perceived as decreasing slightly in future importance were those more traditionally communication-linked jobs: Speech Writer, Sales Representative, Newsletter Editor and Education and Training Director.

By contrast, some of the more specialized positions moved up slightly in the future importance rankings: Computer Communication Consultants and Intercultural Communication Consultants. The Legislative Advocate and Issues Manager positions were also ranked somewhat higher on future imporance than present importance. This may reflect a desire to be proactive in the face of rapid change by anticipating pertinent issues in the organization's environment and to more actively control that environment by influencing government. No attempt was made to establish statistical significance for these shifts in rankings.

3. What academic courses do respondents believe to be most useful in preparing students for eventually assuming such positions as Vice President of Corporate Communication? Respondents were asked to rate academic course titles for their value in preparing a student to eventually assume a position such as Director of External or Internal Communication of Vice President of Corporate Communication.

Each course title was to be rated as follows:

1-Very Important, should definitely be a required course
2-Of Average Importance, would recommend as supporting course but would not require
3-Relatively unimportant, would not recommend for this program

The list of course titles was chosen by selecting frequently mentioned course offerings from speech departments with organizational communication emphases and from undergraduate business administration programs. In some cases, the academic course titles were modified to reflect terms current in Human Resources Development, such as "Team Building Techniques" rather than Interpersonal Communication. Table 3 presents the course titles and their mean ratings.

Those courses receiving a mean rating of 1.50 or less--in the very important range--were Oral Presentations, Business Writing, Listening, Management Principles, Conflict Resolution, Persuasion, Public Relations Principles, and Team Building.

Those courses near the bottom of Table 3 include more specialized content: Foreign Language proficiency, Male/Female Communication, Graphic Design, the production-oriented Operations Research, Ghostwriting, Intercultural Communication, and Radio & TV Presentations. Vice Presidents of Corporate Communication are more likely to be hiring specialists in these areas than to be applying such skills themselves. Nonetheless, the comparatively low ratings of Male/Female Communication, Intercultural Communication and Foreign Language proficiency deserve comment. The increasing number of women in corporations and the attendant problems would lead one to expect a somewhat higher ranking of this course. Also, in multi-national corporations, one might expect a somewhat higher value to be placed on intercultural communication/foreign language skill,

TABLE 3

Course Importance as
Preparation for Executive Communication Position

Course Title	Mean Rating*	sd
Oral Presentations	1.231	.427
Business Writing	1.231	.485
Listening	1.282	.510
Management Principles	1.359	.486
Conflict Resolution	1.462	.600
Persuasion	1.462	.600
Public Relations Principles	1.487	.644
Team Building Techniques	1.513	.683
Organizational Communication	1.564	.680
Corporate Finance	1.590	.637
Organizational Theory & Behavior	1.667	.701
Communication & Negotiation	1.692	.655
Internships	1.692	.832
Small Group Communication	1.720	.647
Advertising Principles	1.744	.637
Interviewing	1.769	.715
Marketing Principles	1.769	.667
Personnel Psychology	1.795	.656
Computer Science Fundamentals	1.821	.756
Statistical Methods	2.026	.707
Organizational Communication Research	2.051	.759
Nonverbal Communication	2.077	.703
Conference Leadership	2.154	.745
Argumentation & Debate	2.179	.721
Personal Selling	2.205	.767
Radio & TV Presentations	2.231	.842
Intercultual Communication	2.256	.677
Ghostwriting	2.333	.728
Operations Research	2.359	.668
Graphic Design	2.385	.673
Male/Female Communication	2.436	.788
Foreign Language Proficiency	2.590	.595

*Rating Scale:

1-Very important; should definitely be a required course
2-Of average importance, would recommend as supporting course but not requirement
3-Relatively unimportant; would not recommend for this program

especially for positions in the upper eschelons of the corporate hierarchy.

Internships were among those course rated moderately important. Given the value placed on practical experience, this researcher expected internships to be rated somewhat higher. The perceived quality of some internships may have affected these ratings. One respondent said, "Internships are good if the student really produces something, but too many are 'busy-work' exercises."

The ratings summarized in Table 3 on the preceding page may be helpful in planning organizational communication programs. However, coordinators of such academic programs should heed one respondent's comment:

> These courses could be put together in any combination would would produce graduates with little or no skills of immediate use to corporations. This will continue until people formulating such programs get out of the university and find out how businesses work.

3a. What major and minor programs do respondents believe to be most useful in preparing students for eventually assuming such positions as Vice President of Corporate Communication? This final question asked respondents to supply the names of three academic majors and three academic minors useful in preparing students for business communication executive positions. A variety of majors were suggested; they are listed below followed by the frequency with which they were mentioned:

Organizational communication/business comm./speech	- 19
Business administration/management	- 11
English/Literature	- 10
Journalism	- 7
Psychology/Educational psych./human behavior/ organizational behavior	- 7
Public affairs/political science/law/ Federal government	- 5
Public relations	- 3
Personnel/Industrial relations	- 3
Advertising/copywriting	- 2

Other majors mentioned once were: marketing, computer science, economics, history, finance, radio-tv management, and logic. The respondent listing logic specifically commented that this was "most critical--too many graduates can't spell, write an intelligent paragraph or organize a problem (reasoning skill)."

Interestingly, "communication" was by far the most often listed useful major even though responses to question 1a noted reservations about job applicants with little business background. However, when suggestions for appropriate minors were tallied, business administration led the list. A business administration minor is likely to supplement a communication major with appropriate business knoweldge. The suggested minors and their frequence of occurrence were:

Finance/accounting/business administration	- 19
English/language arts	- 11
Communication/speech	- 8
Organizational behavior/psychology	- 7
Law/labor relations/political science	- 6
Foreign language/Latin/linguistics	- 3
Economics	- 3
Sociology/anthropology	- 2
Journalism/editing	- 2
Personnel	- 2
Philosophy	- 2
Visual arts	- 1

The range of suggested minors seems even greater than that of listed majors, especially when noting such traditional liberal arts areas as English, foreign languages, Latin, and philosophy. Despite the predominance of the business administration minor, value still seems to be placed on other liberal arts training. This broad background is consistent with the reminder that executives must be generalists:

> . . . [the need of most employees] will be technical in the beginning, will become increasingly communicative over 2 to 10 years, and may become less technical over the balance of their careers. . . . the importance and need to communicate continues to increase.[14]

Discussion and Summary

These research results must be qualified somewhat by the major weakness of the study: the questionnaire did not reveal the respondents' interpretations of the listed position titles. Despite the researcher's attempt to use commonly held terms, there are likely to be differences from one respondent to another in defining such titles as "Internal Communication Manager." More work should be done to get respondents' perceptions of the duties and skills each position entails. As King suggested, ". . . we ought to provide speech-communication graduates with specific job descriptions rather than general job titles".[15]

Given that qualifier, four major conclusions emerged from the study. First, the public relations function was one of the most frequently existing and important organization communication tasks both today and for the future. It is also a position which 55% of respondents felt communication majors were qualified to fill. Although that opinion is held by just slightly more than half the respondents, only one other position was felt more suited to communication majors. That was the position of Newsletter Editor. Positions of Internal and External Communication Manager and Speech Writer existed in more than 50% of the organizations polled, and more than half the respondents felt communication majors qualified to fill them. These may be fruitful areas for communication majors to explore.

Second, there were not significant differences between the positions ranked as most important to effective corporate communication today and ten years from now. Public relations, personnel and internal and external communication outranked all other positions in importance

for both time frames. This corroborates the potential of the public relations/external communication career area. Some more specialized positions were ranked as likely to be somewhat more important 10 years from now than today: Computer Communication Consultant, Marketing Director, Issues Manager, Intercultural Communication Consultant, and Legislative Advocate.

Third, courses cited as very important in preparing students for executive communication positions are among the mainstays of many organizational communication programs: oral presentations, business writing, listening, conflict resolution, persuasion, and team building (interpersonal communication). It is important to note those courses from other disciplines rated very important. Management principles and public relations principles were rated particularly high followed closely by corporate finance. This should be helpful information when advising students about supporting programs. The relative lack of emphasis placed on intercultural communication seems notable, especially because many of the respondents represent multi-national corporations. Communicating the value of intercultural communication would be a worthwhile goal of applied communication experts.

Fourth, although a communication major and busines administration minor seemed to be the favored combination to prepare students for executive communication positions, a wide range of other liberal arts courses were cited as valuable preparation. This researcher had expected more respondents to advocate technical specialities such as computer science majors. Respondents' qualitative comments stressed the necessity of experience, a point which lends support for internship programs.

In sum, these results suggest that the career picture in corporate communication is neither terribly bleak nor particularly rosy for speech communication majors. With appropriate course planning early in the academic career, including practical experience, students my eventually achieve executive communication positions. Public relations and internal/external communication seem to be "better bets" than others for employment and are also important to overall corporate communication now and in the future. And academicians should heed the advice of one respondent quoted previously: if we presume to plan curriculum and advise business communication students, we must become more aware of how businesses and organizations actually operate.

FOOTNOTES

[1]Speech Communication Association Action Caucus Committee Recommendation, "Curricular Implications of a Changing Job Merket." Presented at the meeting of the Speech Communication Association, San Antonio, Nov., 1979.

[2]James H. McBath and David T. Burhans, Communication Education for Careers (Urbana, Ill.: ERIC Publications, 1975), pp. 110-111.

[3]Ibid., p. 28.

[4]James C. Bennett, "The Communication Needs of Business Executives," Journal of Business Communication, 8 (Spring, 1971), pp. 5-11; Vincent DiSalvo, David C. Larsen, and William J. Seiler, "Communication Skills Needed by Persons in Business Organizations," Communication Education, 25 (November 1976), pp. 269-275; Michael S. Hanna, "Speech Communication Training Needs in the Business Community," Central States Speech Journal, 29 (Fall, 1978), pp. 163-172; Jon M. Heugli and Harvey D. Tschergi, "An Investigation of Communication Skills Application and Effectiveness at the Entry Job Level," Journal of Business Communication, 12 (Fall, 1975), pp. 24-29; Sandra E. O'Connell, "Communication: Growth Field of the Seventies," Journal of Business Communication, 15 (Spring 1978), pp. 37-45; Donna Stine and Donald Skarzenski, "Priorities for the Business Communication Classroom: A Survey of Business and Academe," Journal of Business Communication, 16 (Spring, 1979), pp, 15-31; Dan H. Swenson, "Relative Importance of Business Communication Skills for the Next 10 Years," Journal of Business Communication, 17 (Winter, 1980), pp. 41-49.

[5]O'Connell, ibid., p. 40.

[6]Swenson, op. cit., p.47.

[7]Robert L. Heath, "Corporate Advocacy: An Application of Speech Communication Perspectives and Skills--and More," Communication Education, 29 (September, 1980), pp. 370-377. Kathleen M. Jamieson and Andrew D. Wolvin, "Non-teaching Careers in Communication: Some Implications for the Speech Communication Curriculum," Communication Education, 25 (November, 1976), pp. 283-291; O'Connell, op. cit.; Judith S. Trent and Jimmie D. Trent, "Public Relations Education: An Opportunity for Speech Communication," Communication Education, 25 (November, 1976), pp. 292-298.

[8]Dictionary of Occupational Titles (Washington, D.C.: U.S. Department of Labor, Employment, & Training Administration, 1977).

[9]Phillip V. Lewis, Organizational Communication: The Essence of Effectvie Management (Columbus, Ohio: Grid Publishing, 1980), p. 190.

[10]Trent and Trent, op. cit., p. 293.

[11]Lewis, op. cit., p. 190.

[12]O'Connell, op. cit., p. 40.

[13]Since respondents did not rank each of the 25 positions but ranked only the 5 most important, questions can be raised about calculating any correlation. However, a quick glance at the rank orders in Table 2 indicates respondents saw very few differences in position importance due to time frame.

[14]Stine and Skarzenski, op. cit., p. 30.

[15]Corwin P. King,"Developing Non-Academic Employment Prospects in Organizational Communication," Association for Communication Administration Bulletin, 21 (August, 1977), pp. 63-65.